



Report title

Statement of Assurance 2016/17

Meeting

Date

Authority

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Report by

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Head of Strategy and Inclusion

FEP 2786

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Summary

The Authority is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue National Framework for England. This report presents the Authority's statement for 2016/17.

Following the established precedent for previous statements, the Annual Governance Statement and the Statement of Assurance are produced as separate statements. The 2016/17 Annual Governance Statement was presented and approved by the Governance, Performance and Audit Committee in July 2017 (*FEP2744*) and accompanied the Statement of Accounts.

Members have also previously requested that the Statement of Assurance should include further data, including ward and borough data where available, in order to allow a full assessment of the impact of the changes made under the Fifth London Safety Plan to be carried out. This report continues to satisfy those requirements, and the requested data has been produced to accompany the statement.

Recommendations

That the Authority:

- 1) Notes the data set out in the report and in Appendix 3; and
- 2) Approves the Statement of Assurance 2016/17.

Introduction

1. The Authority is required to prepare an annual Statement of Assurance (SoA) in accordance with the Fire and Rescue National Framework for England. The Authority is required to "provide annual assurance on financial, governance and operational matters". To provide assurance, "fire and rescue authorities must publish an annual Statement of Assurance".
2. The Authority also "must, each financial year, conduct a review of the effectiveness of the system of internal control" and "prepare an annual governance statement" to meet the statutory requirement set out in Regulation 6(1) of the Accounts and Audit Regulations 2015.
3. Members have previously requested that the Annual Governance Statement (AGS) and Statement of Assurance (SoA) should be produced as separate statements. Accordingly, the Annual Governance Statement has been produced separately and was approved by the Governance, Performance and Audit Committee on 10 July 2016 (FEP2744) along with the Statement of Accounts.
4. Members have also previously requested that the Statement of Assurance should provide a full assessment, *including ward and borough data where possible*, in order to determine the full impact of the Fifth London Safety Plan arising from the changes to stations and appliance numbers implemented in January 2014, including:
 - Attendance times - 1st, 2nd, 3rd, FRUs and Aerials
 - Fire fatalities
 - Fire injuries
 - Arson (all deliberate fires)
 - Fires in care homes and sheltered housing
 - Time spent by station staff on community safety
 - All fire safety inspections/audits – premises previously not visited
 - All fire safety inspections/audits – high risk
 - Emergency (999) calls
 - Call handling and turnout times
5. This data has been provided as requested in this report and is dealt with later in this report, and in the accompanying appendices. The Authority should note that borough/ward data is not available for emergency (999) calls or call handling times, and ward data is not available for the fire safety items, or turnout times.
6. Members will also be aware that a new London Safety Plan (2017) was approved by the Authority on 30 March 2017 (FEP2723). This statement will therefore be the last Statement of Assurance produced covering the period of the Fifth London Safety Plan.

Guidance on the Statement of Assurance

7. Guidance about the Statement of Assurance has been provided by the Department for Communities and Local Government¹ (May 2013) and this has been taken into account in producing the statement.
8. The government's guidance indicates what must, should and may be included in statements of assurance while allowing the flexibility for fire and rescue authorities to tailor the format and presentation. The table in Appendix 1 shows what is to be included and where it can be found in the statement for 2016/17.

¹ *Guidance on statements of assurance for fire and rescue authorities in England* – Department for Communities and Local Government May 2013

The Statement

9. A Statement of Assurance for 2016/17 is attached as Appendix 2 to this report. This also includes an annex which sets out how the Authority meets the requirements of the National Framework, with details about where evidence can be found.
10. The focus of the Statement submitted for approval is the year 1 April 2016 to 31 March 2017. Data has also been provided to consider the operational impacts of the Fifth London Safety Plan.

Compliance with the National Framework

11. The Statement of Assurance includes information (in the annex) that shows how the Authority is compliant with the National Framework.
12. Section 25 of the Fire and Rescue Services Act 2004 requires the Secretary of State to report to Parliament every two years on:
 - the extent to which fire and rescue authorities are acting in accordance with the National Framework (made under section 21 of the Fire and Rescue Services Act 2004); and
 - any steps taken by him for the purpose of securing that fire and rescue authorities act in accordance with the Framework.
13. As previously reported in the covering paper to the Statement of Assurance for 2015/16 (FEP2655), responsibility for the fire and rescue service transferred from the Department for Communities and Local Government(DCLG) to the Home Office during 2015/16.
14. The Home Office has published its section 25 report to Parliament in July 2016 (the previous report was by the Secretary of State in July 2014). The report (available [here](#)) concluded:

"In accordance with the above requirement, the Home Secretary is satisfied that fire and rescue authorities in England have been acting in accordance with the Framework, and has not taken any formal steps to secure compliance.

The Home Secretary is satisfied that each fire and rescue authority in England has:

- *Complied with the publication of their annual statement of assurance for financial year 2014-15;*
 - *Complied with the publication of their updated Integrated Risk Management Plan element;*
 - *Complied with the national resilience assurance elements."*
15. Given the conclusion of the Home Office report on the submission of previous statements, officers have maintained this approach for the compilation of the 2016/17 Statement of Assurance.

Governance changes pertaining to LFEPA

16. Members will be aware that the Home Office previously announced the government's intention to bring forward legislation to abolish the Authority and give the Mayor of London direct responsibility for the fire and rescue service in the capital. Members recommended this change during the consultation process, as did the Mayor of London, London Councils and the London Assembly. This legislation was put forward in the Policing and Crime Bill.
17. The Policing and Crime Act received Royal Assent on 31 January 2017. When it comes into force, the Act will change the governance arrangements for fire and rescue services in London by abolishing the London Fire and Emergency Planning Authority (LFEPA) and creating the

London Fire Commissioner as a corporation sole having the functions of the fire and rescue authority for Greater London under the Fire and Rescue Services Act 2004. A new London Fire Commissioner will be appointed by the Mayor of London and under the new arrangements, the Mayor has the power to give directions and guidance to the Commissioner relating to the exercise of their functions. The Act also provides the option for the Mayor to create a Deputy Mayor for Fire and for the Mayor to arrange for such Deputy Mayor to exercise any function of the Mayor relating to fire and rescue. It also places a duty on police, fire and rescue and ambulance services to collaborate, and enables Police and Crime Commissioners (PCCs) outside London to take on responsibility for fire and rescue services in England and Wales.

18. Originally, it was anticipated that the 2016/17 financial year would be the final year of the current LFEPA governance arrangements before the transfer to the statutory London Fire Commissioner. However, owing to the general election which was held on 8 June 2017, it is now anticipated that the current 2017/18 year will be the final year of the existing Authority and Committee structure.

Performance impacts since the changes in the Fifth London Safety Plan

Background

19. Members have asked previously that data be presented alongside the SoA so that a *“full assessment could be made of LSP5 (Fifth London Safety Plan)”*. This assessment is set out in Appendix 3 to this report.
20. The LSP5 was approved by the Authority on 12 September 2013, following a Mayoral Direction and on 9 January 2014 the following operational changes were made:
 - The closure of 10 fire stations
 - The number of fire engines (pumping appliances) reduced by 14 (net)
 - Five appliances were redeployed to different stations
 - The number of fire rescue units (specialist rescue vehicles) reduced from 16 to 14
 - The minimum crewing levels on fire rescue units reduced from five firefighters to four
21. Other changes at stations were implemented/introduced (before 9 January 2014) including:
 - Alternate crewing introduced on the scientific support units at Poplar and Hammersmith.
 - Alternate crewing introduced on the two remaining incident response units at Wimbledon and Plaistow
 - On-demand mobilising for hose-laying and bulk foam units at the incident support centres.
22. LSP5 also contained proposals and initiatives which were not related to reductions in operational capacity. Many of these commitments were concerned with broader community and fire safety regulatory activity intended to promote safety outcomes. Progress against LSP5 commitments has been reported regularly to the Strategy Committee and the last such report was in September 2017. The last report closed the actions arising from the Fifth London Safety Plan.

Data requested

23. Members have asked that a range of data be reported alongside the SoA; this data is similar to that reported alongside the last three SoAs for 2013/14, 2014/15, and 2015/16.
24. Members should be aware that performance in 2016/17 has been impacted by a number of changes alongside those in LSP5. This includes the permanent removal of EFCC appliances (which had been temporarily removed from stations in August 2013) and, in the early months of 2016/17, station/appliances temporary changes as a result of the PFI station rebuilding

programme. To provide the opportunity to assess the impacts of LSP5, appendix 3 includes data for five performance years, as follows:

- 2012/13 – the last full year based on pre-LSP5 deployments (i.e. 112 stations/169 appliances), and before the temporary EFCC removals, or PFI station closures.
- 2013/14 – the performance year with 27 EFCC appliances temporarily removed (from August 2013), LSP5 changes implemented (from January 2014) and stations/appliances changes arising from the property PFI project (from various dates).
- 2014/15 – the performance year with LSP5 changes fully implemented, but still with 13 EFCC appliances removed and station changes arising from the station PFI project.
- 2015/16 – the performance year with LSP5 changes fully implemented, 13 EFCC appliances temporarily removed from stations, and station closures arising from the PFI station rebuilding programme.
- 2016/17 – the performance year with LSP5 changes fully implemented, 13 EFCC appliances permanently removed from stations, and temporary station closures in the early part of the financial year arising from the PFI station rebuilding programme.

25. Appendix 3 provides a performance commentary looking back over the last five years, with the specific data requested by Members included as annexes to appendix 3:

- **Annex 1** – Borough data
- **Annex 2** – Ward data

26. The borough and ward data in annexes is also being published in an open machine readable format (CSV) on the London Datastore, alongside the regular incident and appliance data from January 2009.

27. Ward level data is provided at the request of Members. During LSP5 considerations and in the reports which dealt with the SoA since 2013/14 (FEP2363 and [FEP2385](#)) and the SoA 2014/15 (FEP2514), officers explained the difficulties in interpreting ward level data. These difficulties are summarised at appendix 3 (see 'note on data').

Performance highlights for 2016/17

28. Officers have examined the data and wider information carefully, because it is accepted that there have been very real concerns about public safety since the changes made by LSP5.

29. Overall, the performance for 2016/17 remains on track with the vast majority of indicators meeting the target and a number achieving/exceeding the performance target. Despite small increases in some types of incidents (e.g. arson incidents – fires of deliberate motive), primary fires and fires in dwellings continued to fall. The work undertaken locally by Borough Commanders, fire safety regulation staff and by station based staff in 2016/17, continues to make a very positive impact on these outcomes with a sustained level of community safety work during the year.

30. The main performance highlights of 2016/17, compared to the previous year (2015/16) and five years earlier in (2012/13), and based on the data published in appendix 3, are set out below.

- **Emergency calls** received by the Brigade (174,039) were higher in 2016/17 compared to the previous year (171,143), by nearly 3,000 (about 2 per cent higher). They were lower by over 6,800 calls compared to 2012/13 (180,846).
- The number of **incidents attended** by the Brigade in London (104,721) was also higher in 2016/17 compared to the previous year by 5 per cent (5,200 more); incidents were lower than five years earlier (by nearly 4 per cent).

- The **speed of attendance to incidents** by both first and second fire engines continues to remain well within the performance targets (6 minutes and 8 minutes, on average, respectively). On average, a first appliance arrived at an incident in 5m22s and a second appliance in 6m44s. This performance is an improvement on the year before (10 and seven seconds faster respectively). Despite the LSP5 changes in 2014 and the permanent removal EFCC fire engines in 2016, performance in 2016/17 is nine seconds for first and 22 seconds for second slower compared to 2012/13.
- The total number of **fire deaths** in 2016/17 was some eight higher at 44, compared to 2015/16, and the same (44) as in 2012/13. Based on the 10 year rolling average fire deaths were at 46, compared to 54 five years ago. The longer term trend remained one of improvement across the five years.
- **Deaths in accidental fires in the home** (the main focus of the Brigade's community safety work) also increased in 2016/17 and at 39 for the year were 18 higher than the year before, and eight higher than in 2012/13.
- The number of **serious injuries at primary fires** in 2016/17 (542) shows an improvement over 2015/16 of some 5 per cent, and are nearly 27 per cent lower than in 2012/13.
- The overall number of **fires** in 2016/17 was lower than 2015/16 by over 500, at 20,259. The number in 2016/17 is similar to the level of fires five years earlier (in 2012/13); total fires fluctuate because of summer related secondary (mainly grass) fires.
- The number of **primary (more serious) fires** was similar in 2016/17 to the year before, and about eight per cent (or nearly 900 fires lower).
- The number of **accidental fires in the home** (accidental dwelling fires) fell again in 2016/17 – by three per cent compared to 2015/16, and 15 per cent compared to 2012/13.
- The number of **fires in care homes and sheltered housing** fell to 321 in 2016/17; down from 422 in 2015/16 (32 per cent). And 62 per cent lower than 2012/13.
- **Time spent on community safety (CS) activity by fire station staff** is at 14.5 per cent in 2016/17. This represents a continual improvement since 2012/13 (13.6 per cent) and compared to 2015/16 (13.9 per cent).
- The number of **home fire safety visits** completed during 2016/17 was down (two per cent) compared to 2015/16 at 84,890, although this is a higher number than five years ago in 2012/13 by some two per cent (83,582).

Head of Legal and Democratic Services comments

31. The Fire and Rescue National Framework prepared by the Secretary of State under section 21 of the Fire and Rescue Services Act 2004 states that *'fire and rescue authorities must publish an annual Statement of Assurance'* and that *'each fire and rescue authority is expected to sign off their statement'*.
32. Section 21 of the 2004 Act requires, fire and rescue authorities to *'have regard to the Framework in carrying out their functions'*. The National Framework is statutory guidance. The requirement that the Authority *'...have regard...'* to this guidance means that the Authority is obliged to follow it unless there is a good reason for departing from it. It is not open to the Authority to adopt a substantially different approach. However, as the Ministerial Forward to the Framework confirms, the Framework provides *'..an overall strategic direction to...'* FRAs *'... but will not seek to tell them how they should serve their communities. They are free to operate in a way that enables the most efficient delivery of their services...'*

33. The Framework makes clear the expectation that the Statement of Assurance must be published annually. The last Statement of Assurance was published in September 2016 (in respect of the year 2015/16). It would be a reasonable expectation under the Framework that the Statement of Assurance in respect of the year 2016/17 should be published by the end of the 2017 calendar year.

Director of Finance and Contractual Services comments

34. The Director of Finance and Contractual Services has reviewed this report and has no comments.

Sustainable Development Implications

35. The assurance gathering process underlying production of the statement should identify any weaknesses in our governance arrangements which may affect our ability to deliver our sustainability objectives. Should any significant shortcomings be identified, the actions necessary to address them will be added to the action plan contained in the Annual Governance Statement so that governance improvement actions are not duplicated.

Staff Side Consultations Undertaken

36. The Statement includes matters which have been the subject of consultation with the staff side, but no staff side consultation has been undertaken on this report.

Equalities Implications

37. Any significant shortcomings in our governance arrangements which impact on our ability to meet our equalities objectives will be added to the action plan contained in the Annual Governance Statement so that governance improvement actions are not duplicated.

List of Appendices to this report:

1. Appendix 1 – How the Statement of Assurance meets DCLG guidance
 2. Appendix 2 – Annual Statement of Assurance 2016/17
 3. Appendix 3 – Performance data for five years to 2016/17
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LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

List of background documents

1. LFEPA reports FEP2597 – Reconstitution of Committees, Standing Orders, Allowances and Related Matters
2. LFEPA report Delivering Good Governance in Local Government Framework CIPFA/SOLACE
3. Guidance on statements of assurance for fire and rescue authorities in England - DCLG
4. LFEPA report FEP1905 – Fire and Rescue National Framework for England: Response to Consultation
5. LFEPA report FEP2091 – The Fifth London Safety Plan 2013/16
6. LFEPA report FEP2723 – London Safety Plan (2017)
7. LFEPA report FEP 2295 – Combined Annual Governance Statement and Statement of Assurance 2013/14
8. LFEPA report FEP2363 – Statement of Assurance 2013/14 and the impact of the Fifth London Safety Plan (LSP5)
9. LFEPA report FEP2385 - Statement of Assurance 2013/14 and the impact of the Fifth London Safety Plan (LSP5) – resubmission and additional data
10. LFEPA report FEP2514 – Statement of Assurance 2014/15
11. LFEPA report FEP2655 – Statement of Assurance 2015/16
12. GPAC report FEP2744 – Annual Governance Statement 2016/17
13. LFEPA report FEP2165 – Presenting attendance time performance – options for consideration (November 2013)
14. LFEPA report FEP2205 – Presenting Attendance Time Performance – Detailed publication proposals (March 2014)

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How the Statement of Assurance meets DCLG guidance

	Section in the Statement of Assurance			
	Declaration	Finance	Governance	Operations
Statements of assurance must...				
...provide annual assurance on <u>financial</u> , <u>governance</u> and <u>operational</u> matters		x	x	x
...show how they have had due regard to the expectations set out in their integrated risk management plan				x
...show how they have had due regard to the requirements included in the Framework	See Annex to the Statement			
Statements of assurance should...				
...assess (their) performance across number of key areas				x
...be signed off by elected member of the relevant authority who is able to take responsibility for its contents.	x			
...be published annually.	On LFB web site after approval			
...include details of consultations on these (integrated risk management) plans and confirm that appropriate information was provided to enable active and informed participation.				x
...clearly state that the Authority fulfils the Framework requirements	x			
Statements of assurance may...				
...briefly set out what assessment procedures are in place with regard to the authorities' statement of accounts		x		
...set out what work authorities have undertaken to review the effectiveness of the governance framework, including the system of internal control.			x	
...consider principles of transparency.			x	
...also indicate where fire and rescue authorities have entered into agreements and/or mutual aid agreements with other relevant bodies.				x
...raise issues of issues of operational competence or delivery (for example, when advice received under health and safety or other legislation)				x
...consider making a simple declaration that the Framework requirements have been met.	x			
... include any potential improvements they have identified across their accounting, governance or operational responsibilities to communities.			x	

London Fire and Emergency Planning Authority

STATEMENT OF ASSURANCE 2016/17

Introduction

1. The Fire and Rescue National Framework for England (2012) sets out a requirement for fire and rescue authorities to provide an annual Statement of Assurance, providing assurance to communities and government on financial, governance and operational matters. In addition, the framework says that Authorities should say how they have had due regard to the:
 - expectations set out in their Integrated Risk Management Plan (IRMP). For the London Fire and Emergency Planning Authority, this is the London Safety Plan; and
 - requirements included in the Framework.
2. The purpose of this statement is to satisfy the requirement to produce an annual statement under the National Framework. The statement also provides assurance against the Framework, and to the community of London and government, with respect to the areas highlighted above for the 2016/17 year (1 April 2016 to 31 March 2017).
3. The preparation of this Statement of Assurance follows guidance provided by the Department for Communities and Local Government (DCLG). This guidance can be found [here](#).

Assurance on Finance

4. All local authority accounts are required to adopt 'proper accounting practice' based on either statutory requirements or the Code of Practice on Local Authority Accounting in the UK (the Code) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). These specify the principles and practices of accounting required to prepare a Statement of Accounts that 'present a true and fair view'.
5. The Director of Financial and Contractual Services and the Chairman of the Governance, Performance and Audit Committee provide an annual statement summarising and supporting the annual accounts, these summaries and a copy of the accounts are approved and signed off by the Committee in September each year and are publically available.
6. An independent audit of the accounts is undertaken by an external audit provider. For the year 2016/17, this work was undertaken by Ernst and Young LLP.
7. The external audit provider undertakes a review of the accounts and forms an overall opinion which is published by 30 September of each year. With effect from 2017/18, the Account and Audit Regulations will require this to be brought forward to 31 July. Officers at the Brigade have been working to be ready in advance of the statutory change (including having an item in the Annual Governance Statement action plan to prepare for the changes), and for 2016/17, the Director of Finance and Contractual Services was able to sign off the accounts by 31 May, handing them over to external auditor for their review.
8. A copy of the statement of accounts report for 2016/17, along with the external auditors opinion can be found [here](#).

Efficiency Plan

9. In March 2016 the Secretary of State for Communities and Local Government invited local authorities to publish locally owned and locally driven four year efficiency plans. An Efficiency Plan for LFEPA was subsequently agreed by Authority on 29 September 2016, which then also went on to form part of a GLA wide Efficiency Plan. The planning assumptions included in that plan have been kept under review and progress against meeting the forecast budget gap has been reported in the September 2017 Budget Update report (*FEP2773*).

Assurance on Governance

10. The Authority's governance framework comprises the systems and processes, and culture and values, by which the Authority is directed and controlled and the activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.
11. The governance framework is underpinned by our Corporate Code of Governance which sets out how the Authority discharges its governance responsibilities based on the six core principles defined in the CIPFA/SOLACE Delivering Good Governance in Local Government guidance which was updated with an addendum during 2012/13. This includes defining our scrutiny arrangements; maintaining effective policies and procedures on whistleblowing and complaint handling (on the London Fire website); and engaging with all sections of the local community through our community safety strategies and partnerships to ensure accountability. The Corporate Code of Governance was last updated and approved by the Authority on 27 September 2012.
12. The London Fire and Emergency Planning Authority (LFEPA) holds the London Fire Brigade (LFB) to account and is assisted by four committees. Decision making arrangements were confirmed for 2016/17 following reconstitution of the Authority at the meeting in June 2016 (*FEP2597*). The reconstitution confirmed the roles and duties of the following Committees:
 - Resources Committee - with responsibilities for budgets, staffing and assets, and performance related to those responsibilities;
 - Strategy Committee - with responsibilities for policy and strategy for the service delivery functions of emergency response, prevention and protection, including responsibility for community engagement;
 - Governance, Performance and Audit Committee - with responsibilities for service delivery performance (excluding performance related specifically to the functions of the Resources Committee) and for all audit and governance matters; including the Annual Governance Statement; and
 - Appointments and Urgency Committee - to meet on an ad hoc basis as and when urgent matters or appointments dictate.
13. In accordance with the Localism Act 2011, arrangements must be put in place for the appointment by the Authority of at least one Independent Person. The Independent Person(s) views must be sought and taken into account by the Authority before it makes any decision on a formal complaint against an elected Member that it has decided to investigate. The Independent Person's views may be sought by a Member of the Authority if that person's behaviour is the subject of an allegation, and may also be sought by the Authority in relation to an allegation it has not yet decided to investigate. As the function of the Authority is now likely to continue up to 1 April 2018, the Authority extended its appointment of two Independent Persons on 30 March 2017 (*FEP2725*).

14. The Authority also established a Local Pensions Board during 2015/16 for the firefighter pension schemes to support it on scheme governance and administration in its role as a Scheme Manager, and an Equalities Working Group to review workforce diversity measures and oversee development of the Inclusion Strategy.
15. The current terms of reference and delegated powers for these committees can be found [here](#).
16. The Mayor of London has powers to direct the Authority to take (or not to take) action. No new Mayoral directions were received during 2016/17. However, an administrative amendment dated 9 September 2016 was received from the Greater London Authority (GLA) relating to a direction given by the previous Mayor on the disposal of Southwark Fire Station (*FEP2652*).
17. The system of internal control is also a significant part of the Authority's governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.
18. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
19. The preparation of an Annual Governance Statement to support the Annual Statement of Accounts is a statutory requirement for local authorities. Its purpose is to demonstrate and evidence that there is a continuous review of the effectiveness of the Authority's internal control, performance and risk management systems. The Annual Governance Statement is signed by the Commissioner and the Chair of the Governance, Performance and Audit Committee on behalf of the Authority. This statement also includes actions to improve governance across the Authority.
20. The governance framework has been in place at the Authority for the year ended 31 March 2017 and supports the annual budget report and statement of accounts.
21. The system of internal control comprises a network of policies, procedures, systems, reports, processes and meetings. These arrangements are in place to verify the Authority's objectives, risk management arrangements, performance management processes and financial controls. These controls are in place to:
 - establish and monitor the achievement of the Authority's objectives through quarterly monitoring reports to members;
 - facilitate policy and decision making via , for example Standing Orders, and the service planning process;
 - ensure compliance with established policies, procedures, processes, laws and regulations, as underpinned by regular reviews carried out by internal and external auditors;
 - ensure the delivery of high quality services in an efficient and effective manner through established policies and procedures and the monitoring of performance through Directorate Management Boards, the Commissioner's Corporate Management Board, the Corporate Management Team, the Top Management Group performance meetings, the Contracts Oversight Board, the Governance, Performance and Audit Committee, the Resources Committee and the Strategy Committee;
 - identify, assess and manage the risks to the Authority's objectives including risk management;

- ensure the economical, effective and efficient use of resources, and for securing continuous improvement in the way in which the Authority's functions are exercised, through the Authority's medium term financial forecasting and budget processes, strategic and annual internal audit plans, and the budget review process;
- provide appropriate financial management of the Authority and the reporting of financial management to the Resources Committee;
- provide adherence to the Authority's values and ethical standards through the application of the leadership model and equality framework; and
- ensure proper performance management of the Authority and the reporting of performance management through the Governance, Performance and Audit Committee, the Resources Committee and the Strategy Committee.

22. The Authority has a statutory duty, each financial year, to "*conduct a review of the effectiveness of the system of internal control*" to meet the statutory requirement set out in Regulation 6(1) of the Accounts and Audit Regulations 2015. Internal audit provides independent assurance on risk management internal controls and governance arrangements within the Authority. The internal audit function is conducted by the Mayor's Office for Policing and Crime (MOPAC) for the Authority via a shared service agreement. MOPAC completed 42 audits during 2016/17. From the work undertaken during the year, internal audit has concluded that the internal control framework was adequate, with controls to mitigate key risks, generally operating effectively. External auditors also undertake their own programme of key controls testing and will seek to place reliance on the work of internal audit where necessary.
23. The Authority is meeting the mandatory data publication as set out in the DCLG Transparency Code (February 2015). We have a dedicated transparency page on the LFB web site [here](#) as well as a number of data sets on the [London Data Store](#), including data for all incidents attended and resources mobilised to those incidents since January 2009 (updated monthly). Our web mapping tool ([here](#)) allows users to see the numbers of different types of incidents as well as attendance times for first and second fire engines down to ward level, and is updated monthly.
24. During 2016/17, the Head of Legal and Democratic Services was the Authority's Monitoring Officer and the duties of this role were discharged in line with the Monitoring Officer Protocol agreed by the Authority on 26 March 2009 (FEP1339).

Governance changes pertaining to LFEPA

25. The Policing and Crime Act received Royal Assent on 31 January 2017. When it comes into force, the Act changes the governance arrangements for fire and rescue services in London by abolishing the London Fire and Emergency Planning Authority (LFEPA) and creating the London Fire Commissioner as a corporation sole having the functions of the fire and rescue authority for Greater London under the Fire and Rescue Services Act 2004. A new London Fire Commissioner will be appointed by the Mayor of London and under the new arrangements, the Mayor has the power to give directions and guidance to the Commissioner relating to the exercise of their functions. The Act also provides the option for the Mayor to create a Deputy Mayor for Fire and for the Mayor to arrange for such Deputy Mayor to exercise any function of the Mayor relating to fire and rescue. It also places a duty on police, fire and rescue and ambulance services to collaborate, and enables Police and Crime Commissioners (PCCs) outside London to take on responsibility for fire and rescue services in England and Wales. As a result of the general election held on 8 June 2017, it is likely that the governance changes arising from the Act will now come into effect on 1 April 2018.

Assurance on Operations

26. The National Framework outlines the requirements for fire and rescue authorities to provide assurance on operational matters.
27. Fire and rescue authorities function within a clearly defined statutory and policy framework. The key documents defining operational responsibilities for LFEPA are:
- The Fire and Rescue Services Act 2004
 - The Civil Contingencies Act 2004
 - The Regulatory Reform (Fire Safety) Order 2005
 - The Fire and Rescue Services (Emergencies) (England) Order 2007
 - The Localism Act 2011
 - The Fire and Rescue National Framework for England.
 - Policing and Crime Act 2017 (see above)
28. The purpose of this section is to provide assurance that our service is delivered in line with our statutory responsibilities and in consideration of our Integrated Risk Management Plans and local strategies, including cross-border, multi-agency and national arrangements.

Integrated Risk Management Plan (London Safety Plan)

29. The Fire and Rescue National Framework sets out the requirement that each fire and rescue authority must produce an Integrated Risk Management Plan (IRMP) that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.
30. The Authority's London Safety Plan – which is the Authority's corporate plan and its Integrated Risk Management Plan as required by the government's fire and rescue service national framework - sets out the Authority's plans for improvement in services to address the risks facing Londoners, together with the management arrangements required to implement them. The Plan in place for the period covered by this statement was approved by the Authority on 12 September 2013 (*FEP2143*). The Plan was extended during 2015/16 to run for another year (until end of March 2017). Details of the public consultation undertaken can be found in the covering report to the Fifth London Safety Plan (*FEP2091*). The report to the Authority on the draft (pre-consultation) Plan in January 2013, specified the need for the Plan to comply with the National Framework (*FEP2021*).
31. During 2016/17, a new London Safety Plan has been developed to cover the period from 2017 to 2021. An inclusive approach was taken to the development of the Plan incorporating the ideas, views and contributions from as many people as possible. As well as meeting the requirements of the National Framework, the new Plan also takes a longer term view, setting out an ambitious schedule of work that will go beyond the expected lifespan of the Plan. The development of the Plan was also run as a project to ensure that the inclusive approach was maintained. The new London Safety Plan was approved by the Authority on 30 March 2017. Details of the public consultation undertaken for the new Plan can be found in the covering report to the Plan (*FEP2723*).

Our risk based approach

32. Each London Safety Plan is supported by a risk based approach in order to plan our emergency cover. The approach taken for the Fifth London Safety Plan (which was the Plan in place for the

period covered by this statement) can be found using this [link](#), which includes details regarding targeting those at risk as well as details about how the Authority uses risk modelling.

33. The Fifth London Safety Plan made a number of operational changes as follows:

- Closure of 10 fire stations at: Belsize, Bow, Clerkenwell, Downham, Kingsland, Knightsbridge, Silvertown, Southwark, Westminster and Woolwich;
- Removal of the second fire engine from 7 fire stations at: Chingford, Clapham, Hayes, Leyton, Leytonstone, Peckham and Whitechapel;
- Addition of a second fire engine to fire stations at: East Greenwich, Hendon, Orpington, Stanmore and Twickenham;
- Removal of the fire rescue unit from two fire stations at: Hornchurch and Millwall;
- Reducing the minimum crewing level on remaining 14 fire rescue units from five to four;
- Introducing alternate crewing for our urban search and rescue modules, our scientific support units, and the remaining two incident response vehicles.

34. These operational changes were implemented on 9 January 2014. Analysis of performance during 2016/17, shows that the effect of the operational changes on performance has been in line with the expectations set out by the Commissioner when reporting the Fifth London Safety Plan for approval to the Authority in July 2013 (*FEP2091*).

35. The Brigade's activities to mitigate and deal with the risks identified, and presented, in 2016/17 can be summarised as follows:

- The speed of attendance of fire engines to emergency to incidents remained within the annual performance targets in 2016/17. On average, a first fire engine arrived at an incident within an average 5 minutes 25 seconds and a second within an average of 6 minutes 48 seconds across London. As predicted in LSP5, attendance times would worsen slightly because of the impact of operational changes. During 2016/17, the combined impact was 7 seconds slower for a first fire engine, and 20 seconds slower for a second fire engine compared to 2012/13 (the last full year before any changes to resources were made).
- The time spent on community safety (CS) activity by fire station staff was 14.1 per cent of available time in 2016/17 and represents a solid performance slightly above 2015/16 and the target (13 per cent).
- The number of home fire safety visits (HFSVs) for 2016/17 at 84,880 was lower than in 2015/16 but the annual target was more than achieved (73,500). The Brigade aimed to deliver nearly 58,800 visits to high risk households in 2016/17 and delivered 68,221 which is in excess of this target.
- Although our regulatory fire safety activity was not affected by LSP5 changes, the number of fire safety inspections/audits in 2016/17 was 14,627 and achieved the target (14,000).

Updating our approach to the assessment of risk

36. In December 2015, an updated approach to the assessment of risk (AOR) in London (*FEP2544*) was presented to the Authority. The Authority has a requirement to understand the risks in its area as part of the Integrated Risk Management Plan (IRMP) – the Authority's IRMP is the London Safety Plan. As part of the development of the current London Safety Plan (LSP5), it became clear that some external stakeholders did not understand how their concerns locally (sometimes articulated as 'risks') had been taken into account. To make this consideration of risk more explicit

and transparent, it was agreed that officers should annually prepare an assessment of risk in London. This latest iteration of the assessment of risk, which builds on previous approaches, has been developed to cover a wider range of 'concerns' that the public and stakeholders might have about their local area (often articulated as 'risks'), how those 'concerns' translate into actual risks that the Brigade has to deal with, and the response, prevention and protection activity (i.e. 'controls') the Authority has in place to manage or mitigate those risks. It was agreed by Members that the methodology should be further developed, and that key external stakeholders, like the London borough councils, should have an opportunity to feed into this process as part of developing an AOR 2016. The AOR has informed the development of the new London Safety Plan and a new version of the AOR was published on the London Fire website (available [here](#)).

Safety outcomes in 2016/17

37. Key performance indicators and targets are agreed as part of the London Safety Plan and are reviewed on an annual basis. All key LSP targets and commitments, as well as key projects, are subject to close scrutiny and monitoring by the Resources, Strategy, and Governance, Performance and Audit Committees.
38. The Authority has performed well against its targets for 2016/17. In some cases, the performance targets do mask a small rise in some incident types. For example, there were increased numbers of shut in lift releases (5,134 compared to 4,895 in 2015/16) and automatic fire alarms (AFAs) in non-residential buildings (21,929 compared to 21,158 in 2015/16) attended. However, primary (more serious) fires continued to fall in 2016/17 compared to earlier years, as did fires in dwellings, which are the focus of the Brigade's community safety work. This information is available on the LFB web site in [Our performance 2016/17](#). Detailed commentaries against performance can also be found in the end of year performance reports to the Governance, Performance and Audit Committee (FEP2741) and the Resources Committee (FEP2751).
39. Overall, performance, and safety outcomes for Londoners, for 2016/17 reveals that the majority of indicators set as part of the Fifth London Safety Plan are showing achievement and a number achieving/exceeding the annual performance target. The key highlights are:
 - **Total incidents** attended by the London Fire Brigade in 2016/17 (104,721) increased by 5 per cent compared to the previous year (2015/16),
 - The number of **primary fires** attended (10,618) fell slightly compared to the previous year (2015/16), and down by 8 per cent compared to five years earlier (2012/13),
 - The number of **dwelling fires** (5,507) fell by 3.5 per cent compared to the previous year (2015/16) and down by 14 per cent compared to five years earlier (2012/13). Both normal and stretch LSP5 targets for 2016/17 were achieved, against a background of London's increasing population and the number of homes.
 - The number of **arson incidents** (i.e. all fires of deliberate motive) (4,192) increased by 1 per cent compared to the previous year (2015/16), however, there has been a reduction over the long term trend achievement with current performance a 36 per cent improvement over the last five years (6,563 in April 2012). The stretch target was also achieved.
 - The total number of **fire fatalities** for 2016/17 based on the 10 year rolling average (LI1i) was 46. Annual fire fatalities data tends to fluctuate: there were 44 fire deaths in 2016/17 which is higher than the 36 fire deaths in 2015/16.
 - The number of **injuries arising from primary fires** (544) for 2016/17 also marks an achievement with performance representing a 30 per cent improvement over the last five years; the normal and stretch targets were achieved. This is an area of performance where it

has been difficult to achieve a step change in performance and so the continuing improvement in this year, maintaining the positive trend from the previous year, is very welcome.

- Our indicator for **primary fires in non-domestic properties** (LI 8) focusses on those property types covered by the Regulatory Reform (Fire Safety) Order 2005 (RRO). There were 1,951 fires in these types of building in 2016/17, this has decreased over the end of year position for 2015/16 (2,052) and continues to remain within target. Both the normal and stretch targets were achieved for 2016/17.
- The number of unwanted calls (**false alarms**) **caused by automatic fire alarms (AFAs) in non-domestic buildings** (21,929) increased by 3.5 per cent compared to the previous year (2015/16). However, this still represents a reduction of 18 per cent compared to the highest point of the last five years (26,732 – May 2012).
- The number of **shut in lift calls attended** (5,134) increased by 4.6 per cent compared to the previous year (2015/16), however the annual target was still achieved and over the longer term, the number of calls attended has reduced by 30 per cent over the last five years.

Operational competence

40. The Authority has a statutory duty to ensure that all operational staff are trained to undertake their role effectively and safely. Training requirements for operational staff include a number of generic core risk critical skills that all staff must develop and maintain to work effectively. These core skills are set out in a formal Brigade policy - "The development and maintenance of operational professionalism" (DaMOP).
41. Training within the London Fire Brigade (LFB) is divided into two main areas:
 - *Acquisition of skills training* – The initial learning phase. The Authority's external training provider is responsible for acquisition of skills training. This includes the training of newly appointed firefighters as well as the development of new skills for more experienced staff undertaking new or modified roles.
 - *Maintenance of skills training* - Once the initial acquisition of skills training has taken place, it will be necessary for staff to practise their skills, knowledge and understanding, in conjunction with, and in addition to, their existing skills, knowledge and understanding. This 'practice' is what is referred to as maintenance of skills training.
42. The Brigade's dynamic and intelligent operational training (DIOT) process has been in place for a number of years to support the maintenance of operational competence. The DIOT process enables the effective identification and response to risk critical issues that have the potential to effect operational performance (and staff). The process monitors operational and training performance, identifying positive and developmental trends and provides mechanisms, including the implementation of training interventions to support the maintenance of competence for all operational staff.
43. At the heart of the process is effective information gathering which allows crews, monitoring officers and specialist officers, to record and identify both positive and developmental trends arising from incidents and training events. Information is recorded that describes individual and team performance and captures the issues related to training, equipment and procedures. The Operational Directorates Coordination Board, chaired by the Director of Operations receives regular reports summarising the information gathered, and makes decisions about changes to and

new training interventions, as well as communication/awareness via the Operational News internal publication.

44. The DIOT process is linked to DaMOP which sets out what is required to enable staff at stations to maintain their professionalism and competence by continually developing their skills, knowledge and understanding. The DIOT process is closely aligned to the requirements of "HSG 65 - Successful Health and Safety Management" produced by the Health and Safety Executive.
45. Matters of operational competence are reported regularly to the Resources Committee through standard performance reports. This includes trend reporting on health and safety events (RIDDORs), and training performance. An annual health and safety report is also provided to the Committee in July providing a full overview of performance against key health and safety indicators. This includes preventative initiatives and interventions, premises audits, occupational health, workforce liaison, and compliance and liaison with the Health and Safety Executive (HSE).
46. The number of **Safety events reported under RIDDOR** has continued to fall (since the number fell under 100 for the first time in 2015/16) with a record low of 71 reported during 2016/17. These events are those more serious events required to be reported to the Health and Safety Executive (HSE), under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) 2013. The figure of 71 RIDDOR reportable injuries for 2016/17 is another significant improvement over the number of incidents as at the end of 2015/16 (94). Officers are also able to confirm that the Brigade does not have many serious injuries (i.e. we have very few 'specified' injuries under RIDDOR) and the incidents continue to mainly relate to slips, trips and falls and the moving and handling of operational equipment (as in previous years). The improvement reflects work by officers to improve health and safety awareness, including a premises slips and trips risk assessment programme to proactively identify and record slips and trips risks on Brigade premises. A communication strategy has been in use and is designed to raise awareness of these key issues with staff. It includes the design of several posters and the use of other internal communications media such as Hotwire (intranet) and Shout (internal news publication).

Mutual aid agreements

47. Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and emergencies within their area, and in other areas in line with mutual aid agreements. We refer to these arrangements as 'cross border' and resources that may be requested to deploy cross-border are mobilised under mutual aid arrangements provided for under sections 13 and 16 of the Fire and Rescue Services Act 2004 (FRSA).
48. The Brigade holds mutual agreements with all its surrounding fire and rescue authority areas. Incidents where there could be resources from two or more fire and rescue services are a relatively common occurrence between the Brigade and the six surrounding fire authorities namely – Hertfordshire, Essex, Kent, Surrey, Royal Berkshire, and Buckinghamshire. Brigade resources may also be mobilised cross border to 'standby' at neighbouring FRS stations. Deployments for 2016/17 show that the Brigade mobilised to 549 cross border incidents. This is an increase from 2015/16 (528). Similarly, the number of incidents (863) attended by neighbouring authorities for incidents in London is also an increase over 2015/16 (607).
49. Charging neighbouring fire and rescue authorities for the use of Brigade resources under section 13/16 of the FRSA was introduced in April 2014. This has been reciprocated by most neighbouring fire and rescue authorities who are now also charging the Brigade for the use of their resources.

National resilience

50. For the purposes of this document, national resilience is defined as the capacity and capability of fire and rescue authorities to work together and with other Category 1 and 2 responders to deliver a sustained, effective response to major incidents, emergencies and disruptive challenges, such as (but not limited to) those identified in the [National Risk Register of Civil Emergencies](#).
51. It refers to risks that need to be planned for on a strategic, national basis because their impacts and consequences would be of such scale and/or complexity that local resources would be insufficient, even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.
52. The National Framework makes clear there is a need to plan for, and occasionally respond, to incidents of such scale and/or complexity. Thus, the Government retains strategic responsibility for national resilience, though, of course, it is heavily reliant upon local fire and rescue authorities in support of this. And so, the National Framework sets out the requirement of Fire and Rescue Authorities to work collectively but also with the Fire and Rescue Strategic Resilience Board to provide assurance to government that:
 - Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified;
 - Existing specialist national resilience capabilities are fit-for-purpose and resilient; and
 - Any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient.
53. The National Resilience Programme is one part of the Department for Communities and Local Government's contribution to the Government's Civil Contingencies Capabilities Programme. The strategic aim is to continue to enhance preparedness and resilience of the fire and rescue services in England and Wales by maintaining and improving the capability of the National Assets. The programme consists of a number of distinct capabilities. These are:
 - Chemical, Biological, Radiological, Nuclear and Explosive CBRN(E);
 - Urban Search and Rescue (USAR);
 - Water and High Volume Pumping (HVP); and
 - Command and Control.
54. Twenty per cent of the National Resilience assets are located within the Brigade area reflecting the importance of the capital city to national resilience in providing these capabilities to both the London region and the rest of the country. The Brigade hosted the co-ordination of these national assets at the London Operations Centre (LOC) up to 31 March 2017. The function has since moved to the National Resilience Assurance Team in Merseyside.
55. The Brigade has a full USAR capability, as part of the resilience programme, for providing fire and rescue services with a national capability to respond and effectively manage large-scale structural collapses and heavy transportation type incidents. This national capability is designed to augment existing local and specialised planning arrangements within Brigades or regions. As part of this national capability, the LFB provides USAR trained personnel to respond to incidents outside of the Brigade area.
56. Assessment and assurance regarding the Brigade's USAR capability is exercised through the National Resilience Assurance Team (NRAT). The assurance process has been developed as a long term procedure to ensure that the fire and rescue services which have received National Resilience assets, achieve and maintain an efficient, robust and effective operational capability to

respond to national and major emergencies. In previous years, this has centred on thematic reviews, including multi-capability and the dedicated use of equipment and vehicles. The assessment process has now changed to a three year rolling programme. At a high level, the process works as follows:

- Year 1 – Self-assessment
- Year 2 – Coordinated exercise with direct observation by NRAT
- Year 3 – National or regional exercise

57. The Brigade has recently completed year two of the programme. The NRAT assessor programme focusses on areas such as USAR worksite management and coordination, planning, logistics, operations, worksite safety and structural monitoring and intra/inter-operability. Based on the assessments carried out during 2016/17, summary learning areas for the Brigade include appointing safety advisors, establishing escape routes, gross decontamination procedures and hygiene facilities as per the USAR concept of operations. The Brigade is working on an action plan to address the areas highlighted in the assessment.

58. Brigade staff also lead the fire and rescue service nationally in terms of the sector's role in the government CONTEST strategy. This involves working collaboratively with colleagues from the other blue light agencies as well as government departments to develop multi-agency operational capabilities for responding to a wide range of terrorist related threats. London has successfully introduced the concept of inter-agency liaison officers (ILOs) to UK fire and rescue services and the National ILO coordinator is a London officer. The London Fire Commissioner is the National Resilience Lead Officer for Chemical, Biological, Radiological and Nuclear (Enhanced Explosives) (CBRN(E)).

Business Continuity

59. There are a number of identified infrastructure and workforce related risks that are relevant to the Brigade. These can largely be divided into two categories: those risks that have the potential to place high levels of demand on the operational service (major incidents and emergencies) and those risks that have the potential to disrupt the service (business disruptions).

60. The Brigade has established business continuity arrangements in place. Since 2005 we have been undertaking a formal business continuity programme which has led to the successful identification of the activities that are critical to the organisation, enabled us to explore the dependencies that exist between them and has assisted in the development and review of business continuity plans.

61. It is important that continuity arrangements are tested to assess their adequacy and to incorporate lessons learnt from testing to further improve plans. A number of other larger scale exercise arrangements and real life events have also taken place since the last statement to the Authority. These are detailed below.

Exercise Cygnus

62. The final live-play phase of Exercise Cygnus was initially postponed to May 2016 due to the emerging Ebola crisis. The exercise was rescheduled for the 18-19 October 2016. Since participating in the exercise in 2014, the Brigade's Influenza Pandemic Policy (PN655) has been updated and published. Learning outcomes identified from the exercise debrief have been progressed as part of the Brigade's Exercise Cygnus Action Plan. The majority of these actions are now complete (see FEP2477). The aim of Exercise Cygnus was to simulate the discovery of a novel strain of influenza (H2N2) referred to as 'Swan Flu'. The exercise scenario took place six weeks after an initial outbreak when the World Health Organisation (WHO) declared the

outbreak as a pandemic with a sustained and increasing infection rate within the UK. The main aim of the exercise was to assess the preparedness and response to an influenza pandemic.

63. As part of Exercise Cygnus, London Resilience Forum decided to take the opportunity to test the new London Situational Awareness Tool (LSAT). LSAT enables agencies to keep an overview of the situation during an incident by allowing agencies to share updated and information, utilise a shared diary and document store, and integrates with other relevant information sources such as transport status, weather and social media / RSS feeds. LSAT is hosted by and has the same security accreditation as Resilience Direct. During the exercise, LSAT enabled all agencies to submit situation reports, on the operational impacts of the influenza pandemic. Updates were submitted by the Brigade and partner agencies for a six week period running up to the start of the two day exercise held in October 2016.
64. The updates included sit reps from officers in Operational Resilience and the Business Continuity Officer working with the AC1 (Duty Assistant Commissioner), and Head of Strategy and Inclusion and Head of Operational Resilience to ensure a realistic response from the Authority. The exercise took place in two sessions at Public Health England Office for London and simulated two Strategic Coordination Group (SCG) meetings. This allowed London Resilience Group and partnership agencies to interact with central government as required and to create a London situation report. The SCG were attended by the AC1 and officers from Operational Resilience.
65. The specific London workshops aimed to examine the London-wide coordination protocols and procedures, raise awareness and inform the continuing development of the capability of London Resilience Partnership to coordinate a multiagency response. There was also a specific focus on: adult social care and the voluntary sector; the escalation phase of a pandemic influenza event; excess deaths in the community; the impact on prison population; and provision of information to the public.
66. To support the exercise and to allow us to simulate important parts of our Strategic Response Arrangements the Commissioner's Group (CG) was also convened during the two day exercise. This ensured that the AC1 was able to relay decisions and issues raised in the SCG to the CG and allow more authentic play from the Brigade.

Exercise Unified Response

67. As previously reported to Authority, Exercise Unified Response (EUR) has been acknowledged as one of the United Kingdom's largest and most complex, civil emergency exercise. The exercises was organised by London Fire Brigade on behalf of the London Resilience Partnership and was co-funded by the European Union (EU).
68. The EUR evaluation conference was held on the 12 October 2016. Participants, partner agencies and delegates from across the UK and Europe discussed the provisional findings that have been drawn from Exercise Unified Response (EUR). Over 120 attendees discussed key issues and draft recommendations linked to how large-scale exercises could be organised in the future and what improvements need be made to the plans, protocols and procedures that are in place to deal with large-scale emergencies.
69. The final report is scheduled for release later in 2017/18 and once published, the recommendations will be considered for any improvements that can be made to improve the emergency services' ability to respond to a major incident.

Westminster attack

70. On 22 March 2017, a terrorist attack took place in the vicinity of the Palace of Westminster in London. A 52-year-old man drove a car into pedestrians along the south side of Westminster Bridge. More than 50 people were injured in the initial attack, four of them fatally. After crashing into a perimeter fence on the outskirts of Parliament the perpetrator left the vehicle and fatally stabbed an unarmed police officer. He was then shot by armed police.
71. The Brigade operational response provided immediate medical care to casualties at the scene, fire boat crews rescued and provided care to a casualty who had fallen into the Thames and we supported the LAS in providing safe egress to over 1,500 people taking refuge in Westminster Abbey. Crews remained at the scene over night to assist the police and provided lighting to the area which was being inspected as a crime scene.

Contingency arrangements

72. In addition to the business continuity requirements of the Civil Contingencies Act 2004, fire and rescue authorities also have a statutory duty under Section 7 of the Fire and Rescue Services Act 2004 to "secure the provision of the personnel, services and equipment necessary to efficiently meet all normal requirements". To meet the requirements of this duty we have contingency arrangements (emergency fire crew capability (EFCC)) to deploy emergency fire crews and fire appliances capable of delivering services within a defined concept of operations. These arrangements have not needed to be used during 2016/17.

Assurance Declaration

73. This statement functions as the Authority's Statement of Assurance under the Fire and Rescue Service National Framework. Officers are satisfied that the Authority's system of internal control fulfils the requirements of the National Framework, and that the Authority's financial, governance and operational assurance arrangements are adequate and operating effectively.

Dany Cotton QFSM

Commissioner for Fire and Emergency Planning

Date: 5 October 2017

Dr Fiona Twycross

Chair, London Fire and Emergency Planning Authority

Annex to the Statement of Assurance – Key evidence of compliance with the National Framework

	Requirement	Compliance Evidenced by:-Source Documents/Processes
Section 1: Safer Communities		
Identify and assess	<ul style="list-style-type: none"> ▪ Each fire and rescue authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate. 	<ul style="list-style-type: none"> ▪ Fifth London Safety Plan incorporating sections on: <ul style="list-style-type: none"> - Risks in London - Providing resilience for London (Community Risk Registers/London LRF) - Responding effectively (working with neighbouring brigades) ▪ Assessment of risk
Prevent and protect	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must work with communities to identify and protect them from risk and to prevent incidents from occurring. 	<ul style="list-style-type: none"> ▪ LSP5 Commitments: 5LSP1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 15, 16, 17, 18, 21, 25, 26, 43 ▪ Home Fire Safety Guide
	<ul style="list-style-type: none"> ▪ Each fire and rescue authority integrated risk management plan must: <ul style="list-style-type: none"> ○ demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way; and ○ set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat. 	<ul style="list-style-type: none"> ▪ Fifth London Safety Plan - Sections on Changing behaviours (HFSV, target groups, social media, false alarms, shut in lifts, visual audits, youth work), Building relationships (London boroughs, sprinklers, Fire safety intelligence, carers, road users, developers and building industry, petrol legislation) ▪ Fifth London Safety Plan - Section on Using our powers (enforcing fire safety law, heritage, PAP, complex buildings, fire investigation)
Respond	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other areas in line with their mutual aid agreements, and reflect this in their integrated risk management plans. 	<ul style="list-style-type: none"> ▪ Fifth London Safety Plan - Responding effectively ▪ Section 13/16 agreements
	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004 and to meet the full range of service delivery risks. 	<ul style="list-style-type: none"> ▪ Corporate Business Continuity Policy ▪ Strategic Response Arrangements ▪ Capitalguard ▪ London Local Authority Coordination Centre ▪ London Local Resilience Forum

	Requirement	Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver intra-operability. 	<ul style="list-style-type: none"> ▪ Cross Border agreements (section 13/16 agreements) ▪ National resilience assets ▪ National operational guidance programme ▪ JESIP (A/C Ops Resilience - board member) ▪ National Co-ordination Centre at LOC
	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must collaborate with other fire and rescue authorities, other emergency services, wider Category 1 and 2 responders and Local Resilience Forums to ensure interoperability. 	<ul style="list-style-type: none"> ▪ London Local Resilience Forum ▪ National Inter-agency liaison officer – LFB officer ▪ Inter-agency liaison offers (ILOs) ▪ National Co-ordination Centre at LOC
Resilience	<ul style="list-style-type: none"> ▪ Fire and rescue authorities need to have the necessary capability in place to manage the majority of risks that may face their areas, either individually or collectively through collaborative arrangements with other fire and rescue authorities and responders. 	<ul style="list-style-type: none"> ▪ London Risk Register ▪ London Local Resilience Forum and partnership arrangements ▪ National resilience assets (LSP5) ▪ Cross Border agreements (section 13/16 agreements))
	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must engage with the Fire and Rescue Strategic Resilience Board in order to support discussions and decision making in relation to national resilience. 	<ul style="list-style-type: none"> ▪ Commissioner - member of FRSRB and CFOA National Resilience Lead for CBRN(E)
	<ul style="list-style-type: none"> ▪ Fire and rescue authorities' risk assessments must include an analysis of any gaps between their existing capability and that needed to ensure national resilience (as defined above). 	<ul style="list-style-type: none"> ▪ LSP5 commitment: 5LSP53 ▪ Operational Resilience Department ▪ Special Operations Group ▪ Assessment by NRAT
	<ul style="list-style-type: none"> ▪ As part of their analysis, fire and rescue authorities must highlight to the Department, or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action. 	<ul style="list-style-type: none"> ▪ LFB lead in CONTEST strategy
Capability building	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must work collectively, through the Fire and Rescue Strategic Resilience Board, to agree with the Department whether and/or how to address any capability gaps identified through the gap analysis. 	<ul style="list-style-type: none"> ▪ Commissioner – member of FRSRB
Working in partnership	<ul style="list-style-type: none"> ▪ In order to meet the requirements of this Framework, fire and rescue authorities must work in partnership with their communities and a wide range of partners locally and nationally. 	<ul style="list-style-type: none"> ▪ Borough Commander - community lead ▪ Crime and disorder partnerships ▪ Youth work ▪ Adult safeguarding ▪ Primary Authority Partnerships

	Requirement	Compliance Evidenced by:-Source Documents/Processes
Communities planning their FRS	<ul style="list-style-type: none"> ▪ Each fire and rescue authority integrated risk management plan must: <ul style="list-style-type: none"> ▪ be easily accessible and publicly available; ▪ reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners; and ▪ cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework; and reflect up to date risk. 	<ul style="list-style-type: none"> ▪ London Fire website, hardcopies on request ▪ Consultation process (LSP5 covering report – FEP2091) ▪ LSP5 - 4 year plan with annual review <ul style="list-style-type: none"> - Annual assessment of risk
Section 2: Accountable to Communities		
Transparent scrutiny arrangements	<ul style="list-style-type: none"> ▪ The fire and rescue authority must hold their Chief Fire Officer/Chief Executive to account for the delivery of the fire and rescue service. 	<ul style="list-style-type: none"> ▪ Authority meetings ▪ Delegated authority arrangements ▪ Committee constitution/Terms of reference
	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must have arrangements in place to ensure that their decisions are open to scrutiny. 	<ul style="list-style-type: none"> ▪ Committee/Authority papers on London Fire ▪ Public attendance at meetings ▪ Trade unions consultation
Transparent data	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must make their communities aware of how they can access data and information on their performance. 	<ul style="list-style-type: none"> ▪ Data and transparency arrangements - London Fire ▪ LSP5 commitment (5LSP36) ▪ London Datastore
Section 3: Assurance		
Assurance	<ul style="list-style-type: none"> ▪ Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this Framework. To provide assurance, fire and rescue authorities must publish an annual Statement of Assurance. 	<ul style="list-style-type: none"> ▪ Annual Governance Statement ▪ Statement of Assurance
National resilience assurance	<ul style="list-style-type: none"> ▪ In addition to the assurance arrangements detailed above, fire and rescue authorities must work collectively, and with the Fire and Rescue Strategic Resilience Board, to provide assurance to Government, that: <ul style="list-style-type: none"> - risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified; 	<ul style="list-style-type: none"> ▪ Commissioner – member of FRSRB ▪ LFB lead in CONTEST strategy ▪ National Resilience Assurance Team ▪ National resilience assets (LSP5) ▪ Exercise programme – TEAL, Cygnus, Strongtower and Unified Response

	Requirement	Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> - existing specialist national resilience capabilities are fit-for-purpose and resilient; and - any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient. 	
Section 4: Context, Timescale, Scope		
Legislation	<ul style="list-style-type: none"> ▪ Section 21 of the Fire and Rescue Services Act 2004 provides the statutory basis for the Framework and requires fire and rescue authorities to have regard to the Framework in carrying out their functions. 	<ul style="list-style-type: none"> ▪ LSP5 ▪ Annual Governance Statement ▪ Statement of Assurance
Support and intervention	<ul style="list-style-type: none"> ▪ The expectation of the Government is that fire and rescue authorities, and their political and professional leadership, have proactive processes in place that provide support and lead improvement. In this context, improvement is delivered through peer led responses and effective partnership working. 	<ul style="list-style-type: none"> ▪ National Operational Guidance ▪ JESIP ▪ Know the Plan – high rise initiative ▪ Fires in waste recycling plants initiative ▪ Primary Authority Partnerships ▪ Free smoke and CO alarms for private landlords ▪ Outcome of peer challenge report – October 2015